



How to Become an Accommodating Bowling Center

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Overview

Recognizing and respecting customers' tastes is the cornerstone on which business is built. The Accommodation Program is a user-friendly resource designed to help proprietors improve customer service by providing an accommodating environment for non-smoking and smoking bowlers.

The Accommodation Program offers hospitality establishments, including restaurants, hotels/motels, casinos, stadiums, airports and bowling centers, <u>FREE</u> resources to help business owners enhance their overall customer service. By displaying the distinctive red and green symbol of The Accommodation Program, hospitality establishments can clearly communicate that customers' non-smoking and smoking preferences will be accommodated.

As a result of The Accommodation Program's sensible and balanced approach to satisfying the preferences of non-smoking and smoking bowlers, more than 1,200 bowling centers have embraced the program's spirit of hospitality.

As the program continues to grow throughout the country, more than 25,000 hospitality establishments in all 50 states are participating in the program as a logical way to accommodate and satisfy the preferences of both non-smoking and smoking customers, clients and friends.

In supporting the philosophy of The Accommodation Program, BPAA is offering this Source Book filled with helpful information about enhancing customer service; separating seating, concourse and lane areas; improving ventilation systems; and other ideas to best provide a welcoming environment for non-smoking and smoking bowlers.



By participating in The Accommodation Program in his center, Garnett believes he not only found a tool to help him satisfy the preferences of all bowlers, non-smokers and smokers, but he also discovered the importance of quality customer service. "Not only did I receive table tents and wall plaques," said Garnett, "The Accommodation Program also showed me how I should view customer service as a vital part of my business."

then, I just wanted to bring them in and keep them coming back."

Program materials advise proprietors to examine their properties and the preferences of their bowlers as the first steps in becoming an accommodating establishment. Improving ventilation, training staff, and prominently displaying program signage, help to communicate that all bowlers are welcome.

"As part of evaluating overall customer service, I noticed that many of my league bowlers looked to take a break during play, and it is during this time that some enjoy a cigarette," said Garnett. "In response, I evaluated my HVAC capabilities and designated part of my concourse area for non-smokers and part of it for smokers accordingly."

Garnett realizes that The Accommodation Program has played a significant role in his success. "Now, with program signage in my lounges and settee areas, I know I have a comprehensive smoking policy that both my non-smoking and smoking patrons appreciate," he said.

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A Proprietor's Checklist Steps to Accommodation

Providing superior customer service is critical to the successful operation of any business. Bowling proprietors are always looking for innovative ways to improve the service provided in their centers. Proprietors can enhance customer service by following the steps below to accommodate their non-smoking and smoking patrons. Because all centers differ structurally and by customer base, you, the proprietor, can use the following information as a guideline to help welcome all bowlers and thereby enhance your business. After reviewing this Source Book and completing this checklist, you can proudly state that your bowling center is an "Accommodating Bowling Center."

- ☐ Demonstrate your commitment to all of your bowlers by designating separate non-smoking and smoking areas within the center. Prominently display The Accommodation Program symbol to welcome both non-smokers and smokers. Fill out the form on page 57 to receive FREE materials.
- Clearly mark your lanes and concourse areas designated for non-smokers and smokers.
- ☐ Allocate non-smoking and smoking lanes and concourse areas according to customer preference to maximize efficiency and minimize any customer complaints.
- ☐ Enhance customer service by training your staff how to accommodate non-smokers and smokers better. Use The Accommodation Program Employee Customer Service Training Video (see materials pages and order form included at the back of this book) and the information included in this book to improve your staff's ability to respond to complaints.

Continued

- ☐ Inspect and, if necessary, improve the performance of your center's HVAC system. For free information and advice about HVAC systems, call the INVIRONMENT® Hotline at (800) 722-9093.
- ☐ Adapt information on designating non-smoking and smoking lanes and concourse areas to any seating and/or restaurant areas you may have. Properly allocate these areas to meet your customers' preferences.
- □ Be familiar with your local and/or state laws as they apply to designating non-smoking and smoking areas. Have a copy of local and/or state laws regarding smoking available for customers to review upon request.
- □ Now that you have taken steps to accommodate the preferences of everyone, consider using public relations or direct mail to get the word our about your commitment to customer service.

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The Bottom Line

Research has shown that about 25 percent of the nation's adults choose to smoke. A Roper Starch Worldwide study conducted in March 1995 indicated that 33% of adult bowlers smoke — a percentage which exceeds the national average of adult smokers. In an age when every customer counts, both non-smokers and smokers are important to a bowling center's bottom line. A bowling center cannot afford to lose either customer.

Not Just Bowling Centers Are Being Affected

A BPAA survey conducted in 1993, reported that of the members who responded, 85 percent have a bar/lounge and 41 percent have a restaurant in their center. Hence, the relation to other hospitality businesses is important to address for bowling center concerns. Many restaurants, hotels/motels and taverns are also working to accommodate non-smokers and smokers. A 1994 survey commissioned by the National Restaurant Association, stated that a national smoking ban could cost the foodservice industry \$18.2 billion in lost sales. Many bowling proprietors are joining forces with restaurants and hotels/motels to voluntarily accommodate the preferences of all customers.

It is critical that bowling centers do everything possible to accommodate both non-smokers and smokers so that everyone who wishes to take part in this sport, regardless of their smoking preference, can do so.

Customer Service Tool

The Accommodation Program is a customer service tool that gives bowling proprietors information and materials they need to enhance overall customer satisfaction. The Accommodation Program can help a bowling proprietor retain <u>all</u> customer types and provide a high level of customer service.

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How to Designate Lanes and Concourse Areas

The BPAA recognizes that smokers are a significant portion of its customer base. Hence the issue of accommodation is one of great importance to proprietors and managers.

Unless mandated differently by law, bowling centers have several choices in accommodating customers. For example, some centers have chosen to designate the bowlers' settee area non-smoking while allowing smoking in the concourse or in designated areas of the concourse. Another popular way of handling this issue has been to designate certain days of the week, such as Saturday, non-smoking. Some proprietors have chosen to restrict smoking during certain times of the day or while junior leagues are present.

The Accommodation Formula Worksheet will help you develop appropriate non-smoking and smoking sections by monitoring the seating preferences/lane assignments of your customers. You may also want to consider the following points:

- Test demand by time of day for non-smoking and smoking sections by using The Accommodation Formula and re-configure seating areas/lane assignments accordingly.
- Use program signage to designate your non-smoking and smoking areas.
- Monitor air flow of your bowling center's ventilation system and select smoking areas accordingly.
- Consider placing your "core" smoking area closest to the building's main air return duct to limit the possible drift of tobacco smoke.
- Arrange your seating areas/lane assignments so that non-smokers are not required to walk through the smoking section.

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The Accommodation Formula

The following steps and sample worksheet (see page 16) will help proprietors determine the percentage of seating areas/lanes that should be allocated for non-smoking or smoking bowlers based on your customer demand. You may want to consider rearranging your areas if customer demand varies from time of day or week.

- 1. Ask customers their smoking preference when they make a telephone reservation or arrive at your bowling center.
- 2. Track this information for two weeks, using duplicate sheets of the attached worksheet for each daypart (i.e., morning, afternoon and evening).
- 3. Group the tracking sheets for each daypart into two categories: weekday and weekend.
- Complete each sheet. Gather the sheets by daypart (i.e., all weekday mornings) and combine the total number of parties from each sheet for a grand total number of parties.
- 5. Divide the number of parties of each size (i.e., the number of lanes used) by the grand total number of parties for each daypart and category (i.e., weekday mornings, weekday afternoons, weekday evenings) to determine the number of lanes needed for each daypart.

Continued

By evaluating the results, you can differentiate the times of day or evening which are more frequented by non-smokers and those times more frequented by smokers.

For example, if the total number of non-smoking lanes used for weekday afternoons is 66 and there is a grand total of 200 lanes used for weekday afternoons, divide 66 by 200 and you will find that the percentage of non-smoking lanes you should allocate for weekday afternoons is 33 percent.

By using the subtotals, proprietors can then determine the percentages of seating areas/lanes which should be allocated for non-smokers and smokers.

Note discrepancies between weekday and weekend patterns. Also compare daypart totals to see if they vary.

If significant differences exist by daypart or weekpart, you may have to reconfigure your sections based on customer demand.

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The Accommodation Formula Worksheet

Complete a separate sheet for each daypart (morning, afternoon and evening). Ask each party member for his or her preference and note response under party size (i.e., number of lanes the party uses). By using this worksheet for three to four weeks, you will be better able to determine what percentage of your bowlers are non-smokers and what percentage are smokers. From these percentages, you can determine the size and arrangement of your non-smoking and smoking areas. Refer to the examples on the following page and use the blank worksheet on page 18 to arrange the non-smoking and smoking areas within your center.

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June 2 - Weekday Afternoon													

Date/Daypart

Example 1

If 75 percent of your bowlers are smokers, you may choose to designate the corresponding number of lanes/concourse areas at the end of your center which has the strongest ventilation. Those bowlers who have no preference can possibly be placed in the middle section and non-smoking bowlers can be assigned to the opposite end of the center. Properly designated areas coupled with an improved ventilation system will help proprietors create a welcome environment for all bowlers.

Example 2

If there is a substantial change in your bowlers' preferences, reconfiguring the way you designate your lanes/concourse areas may be a strong benefit. This would mean removing ashtrays, ensuring that the non-smoking and smoking table tents are in the correct area, and removing all remnants of cigarettes. Based on your customer demand, designate your lanes/areas accordingly. Many of BPAA's member centers rely heavily on business from their leagues. In an effort to find out more about their league preferences, some proprietors have chosen to survey their league players.

How to Designate Lanes & Concourse Areas (cont.)

The Accommodation Formula Worksheet

Complete a separate sheet for each daypart (morning, afternoon and evening). Ask each party member for his or her preference and note response under party size (i.e., number of lanes the party uses). By using this worksheet for three to four weeks, you will be better able to determine what percentage of your bowlers are non-smokers and what percentage are smokers. From these percentages, you can determine the size and arrangement of your non-smoking and smoking areas. Use the chart cited below as a guide for your center.

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TOTAL													
													•

Date/Daypart

How to Enhance Customer Service Step 3

Bowler/league retention is especially important in today's competitive environment. A key to building repeat business is attention to the fundamentals of hospitality — excellent technical operation, atmosphere and attentive service. Because of increased competition, guests will be looking for those establishments that take the extra steps to provide a fully satisfying bowling experience. By reviewing the following tips periodically, you will be prepared to accommodate all your guests.

How to Be an Accommodating Proprietor and Manager

- Educate employees about The Accommodation Program by showing them how they can use the program to provide better customer service.
- Provide quality accommodations for all customers.
- Train employees about customer service and continually remind them at staff meetings of the importance of customer service. Encourage employees to share ideas on how to accommodate customers better.
- Contact your local or state proprietors' association or the BPAA for information on customer service training sessions.
- Solicit input from customers on how you can provide better service.
- Remember that customer service includes all parts of the center, including seating areas, lanes, settee and concourse areas, restrooms, back ends, kitchen, parking lot and dumpsters.
- Recognize and praise employees who provide superior customer service.
- Pay attention to the total indoor environment including ventilation, temperature, humidity, noise, lighting and cleanliness (e.g., carpet, windows, tables and ashtrays).
 Appoint appropriate personnel to clean areas regularly.

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Managers' Guide To Handling Customer Complaints

Knowing how to properly handle customer complaints can help you ensure customer satisfaction. Such situations should be viewed as <u>opportunities</u> to accommodate customers and establish repeat business.

Dos and Don'ts for Handling Customer Complaints

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- Be sincere and show genuine concern by listening to customers and determining the nature of the complaint.
- Inform customers you understand how they feel and apologize for any inconvenience. Make sure you use the words "sorry" or "apologize." Those words tell the customer you have acknowledged their complaint.
- If appropriate, relocate the customer to another lane area more to his or her liking.
- If a disturbance occurs, ask the customer to discuss the complaint in a private area of the bowling center.
- Inform the customer that your bowling center strives to accommodate all of its patrons and that you are eager to make sure everyone's bowling experience is pleasurable.
- · Personally check on the customer to ensure satisfaction.
- After the situation has been corrected, you may want to ask the customer if there is anything you can do to make his/her bowling experience more pleasurable.
- Communicate the experience to employees so they also can learn from the situation.
- Always look for ways to prevent such situations and provide an accommodating environment in the future.
- Require staff to make you aware of customer complaints.
- Handle the complaint personally or authorize staff to do so.

Don't

- Ignore the customer.
- Fail to say "sorry" or "apologize."
- Get angry with the customer.
- Fail to respond in a positive manner.
- · Blame other employees or customers.
- Fail to make changes in procedures, including seating, lane assignments, to reduce the risk of another occurrence.
- Discuss the situation with other customers.

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How to Enhance Customer Service (cont.)

EXAMPLE #1:

MANAGER: (whenever a guest is seen smoking in a non-smoking area)

Approach area/lane with a positive frame of mind (ashtray in hand).

"Good evening. My name is ______. I am the manager on duty. I am terribly sorry, but we have assigned you to a non-smoking lane. I would like to offer you the next available lane in the smoking area or you may smoke in our bar or restaurant (or where applicable). I apologize for the inconvenience."

Often the guest will say:

GUEST: "No. I will just put it out. Do you have an ashtray?"

MANAGER: "Yes."

EXAMPLE #2:

MANAGER: (a guest is sitting in the non-smoking section and is complaining to an employee about the smoking concourse or lane area)

"I am terribly sorry that this area is unsatisfactory to you sir/madam. Our bowling center goes to great lengths to accommodate our non-smoking and smoking bowlers. May I offer you another area/lane that is located further from the smoking area?"

Often the guest will say:

GUEST: "Yes, that would be fine, thank you."

MANAGER: "Right this way, sir/madam."

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How to Train Accommodating Employees

- Welcome customers with a warm hello and smile, saying, "Welcome to (bowling center name)."
- Ask the customer, "Do you prefer non-smoking or smoking?"
 By asking this question and using the Designated Area
 Worksheet enclosed in this Source Book, you can determine
 proper lane assignments.
- When taking phone reservations, ask for the customer's non-smoking or smoking preference. This will help you plan lane assignments for the evening.
- If you recognize or are informed that a smoker is in a group of non-smokers and the group chooses the non-smoking section, you should politely inform the customer where smoking is permitted.
- If asked and the customer expresses no preference, you may wish to assign him or her to the first available lane.
- If you receive complaints from non-smokers about tobacco smoke, try to accommodate them by moving them to another area — assuring them you will do everything possible to make their bowling experience more pleasurable.
- Immediately inform the manager of any complaints.
- Thank guests when they are leaving the bowling center.

Ashtray Guide For Bowling Center Employees

Ashtrays require proper maintenance and emptying. Many bowling centers use a bus cart to clean tables and at the same time empty and clean ashtrays. Ashtrays are also used to help identify where smoking is allowed, so keeping them in the correct area can help reduce possible confusion and confrontation with bowlers regarding non-smoking and smoking areas.

- Cap (or cover) ashtrays when walking through the bowling center to eliminate stray ashes falling onto the floor or tables.
 Remove capped ashtrays from the table and replace them with clean ashtrays. Cap ashtrays also when walking through a food preparation area.
- Extinguish smoldering ashes before disposing of them.
- Empty and remove ashtrays after each league session and clean through dishwasher (glass ashtrays where applicable).
- Make sure non-smoking tables/areas do not have ashtrays on them and that there is an adequate number of ashtrays available on smoking tables (two ashtrays per table). Also remember to place ashtrays in all areas where smoking is permitted (e.g., lounge, restrooms, other areas).
- · Make sure ashtrays are clean and dry.
- Wipe table clear of ashes, matches, cellophane wrap and cigarette packages.
- If possible, have a separate area available on your trash cart where you can properly dispose of ashes. Carry clean ashtrays, if possible.

Each Bowling Center Is Unique

There are more than 6,100 bowling centers in the United States, and other than the lanes meeting certain regulations, each bowling center is unique in its design and layout. Because of this, each center is faced with the challenge of how to configure its facility to accommodate both non-smokers and smokers.

Free Signage and Seating Formulas Will Be Helpful

The Accommodation Program has available a wide range of free signage designed specifically for bowling centers. (See order form at the back of this Source Book for complete information.)

Signage and Accommodation Formulas will help bowling proprietors properly designate non-smoking and smoking areas. The Accommodation Program materials will serve as a useful resource to help you determine a configuration which will help <u>all</u> bowlers to feel comfortable in your center. Bowling proprietors/managers can order:

- Two-way window or door decals, with easily recognizable red and green logo.
- Two-sided table tents, made of light-weight plastic to clearly mark your non-smoking and smoking areas.
- Customer overview cards, explaining The Accommodation Program and your commitment to customer service.

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How to Configure Your Bowling Center (cont.)

- Plaques, to let customers know that regardless of their smoking preference, they are welcome in your bowling center.
 - Bowling Center-specific:
 - "Smoking Permitted in Concourse Area"
 - "No Smoking in Settee Area"
 - "No Smoking in Bowlers' Settee Area"
 - General:
 - "Smoking Permitted in Designated Areas"
 - "This is the Non-Smoking Area"
 - "This is the Smoking Area"



Indoor Air Is Paramount in Achieving Overall Customer Service

The quality of the air in your facility can help you keep customers happy — and coming back. Good indoor air quality (IAQ) involves not only the temperature of your facility but also the freshness of the air and the control of odors and moisture. By creating indoor comfort in each of the areas of your center, your facility can satisfy all of your customers.

Remember, when ventilation is overlooked in the day-to-day pressures of running your bowling center, the results are almost certain. Eventually, it may cost you customers and money. Whether it is a drop in food and beverage sales because of odors or premature carpet replacement due to mold and mildew, the results affect your bottom line. Investing time and effort in air quality can prevent such problems and even make a positive contribution to profitability. Good air quality will help your customers enjoy themselves, will make your center a better workplace, and will prolong the life of your center's furnishings, fixtures, equipment and building systems.

Continued

HVAC Case Study

Columbus Square Bowling Palace, Columbus, Ohio

When George Hadler and his family decided to build a bowling center in 1983, he made a commitment to "do everything right" by making it a top-notch facility where the preferences of <u>all</u> people would be accommodated. Today, 12 years later, people flock to the 64-lane Columbus Square Bowling Palace seven days a week for recreation, parties, league play and even community meetings. Hadler has worked hard to ensure that his bowlers, both non-smokers and smokers, enjoy a comfortable environment. Hadler's focus is to maintain excellent ventilation and to designate non-smoking and smoking areas properly.

"Almost half of my customers are smokers. If we did not accommodate smokers, a substantial number of them would quit bowling and could choose other forms of recreation," says Hadler. "That would seriously affect our ability to stay in business."

Hadler sees The Accommodation Program as "a reasonable alternative to a controversial issue. The Accommodation Program makes sense. It provides business owners with the resources they need to improve service to all of their customers," Hadler says.

According to Hadler, he has installed five exhaust fans, a high-tech air conditioning system that affords the highest possible level of fresh air intake and five powerful high efficiency particulate air (HEPA) filtration units that draw air into an activated charcoal filter and then pump the filtered air back into the room. "I have never had a complaint about smoke in this facility," Hadler says. "I have, however, received many comments from both non-smoking and smoking patrons who say they appreciate our efforts to accommodate everyone."

An Indoor Air Quality Program for Your Center

To get started evaluating and enhancing your heating, ventilation and air conditioning (HVAC) system, you should look at several areas of your total indoor air. Proper ventilation results from a variety of factors, including:

- Outdoor air intake
- Filtration
- Design and balance of your air distribution system (i.e., creating positive and negative air zones to meet customer preference)
- Ongoing maintenance of your HVAC system
- · Humidity and temperature control

In an effort to maintain the following fundamentals, it is important for proprietors to develop a tailored indoor air quality program specific for their own center's needs.

- Provide good basic indoor air quality, including adequate ventilation for control of odors, smoke, or kitchen grease.
- Provide a comfortable atmosphere for both non-smokers and smokers
- Minimize both capital and operating costs, while maintaining good air quality.
- Offer comfortable areas for all occupants, regardless of their activity or the area they occupy.

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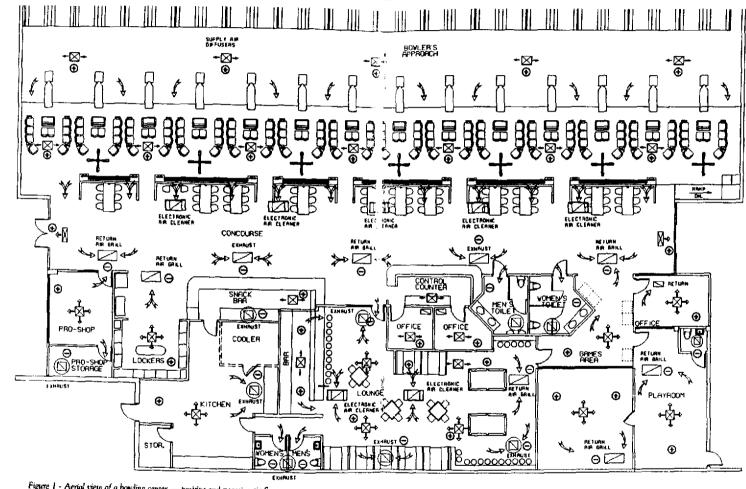


Figure 1 - Aerial view of a bowling center — positive and negative air flows 32

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The Importance of Outdoor Air Intake

Odors build up whenever the same air is recirculated for too long. Two important parts of your building's ventilation system can prevent this. First, your system should have an outdoor air intake which mixes fresh air with air returning from the conditioned areas, before it is all cooled or heated, for supply back to the center. Second, exhaust fans should draw air from certain areas so that odors don't spread to other parts of the building.

Of course, each building is unique and you will have to adjust outdoor air and exhaust levels to meet your center's specific needs. In order to establish a benchmark, minimum standards have been set by the American Society of Heating, Refrigerating and Air-conditioning Engineers, Inc., (ASHRAE) in its Standard 62-1989, Ventilation for Acceptable Indoor Air Quality. By meeting these standards, bowling centers will have taken a good first step toward providing adequate air flow and exchange to ensure customer comfort.

As a standard, ASHRAE recommends outdoor air supply of 20 cubic feet a minute (CFM) per person for restaurant areas; 30 CFM in bars/lounges and 25 CFM in other bowling center seating areas. These outdoor air supply rates take into account the typical activities in each type of area and include provisions for a moderate amount of smoking, according to ASHRAE Standard 62-1989. The outdoor air supply rate is part of the total air supplied by the HVAC system, which typically includes recirculated air. Total air supply rates are typically established by the thermal comfort requirements of the area.

Filtration and Infiltration

In most bowling centers, ventilation with outdoor air is accomplished by using a combination of exhaust fans located near sources of smoke or odor, such as smoking areas, kitchens, locker rooms, or restrooms, and providing "make-up air" from outside through the main HVAC system or specialized "make-up air" units.

Location of supply diffusers and exhaust grilles for the HVAC system can be used to create special comfort zones that are helpful in managing indoor air quality. The following positioning is typical for a bowling center, but the details of location of supply and exhaust depend on the configuration and HVAC design of each center. See figure 2 below.

- * Exhaust fans (negative air flow) can be placed over
 - Smoking areas
 - Kitchens
 - Restrooms
 - Locker rooms
- * Make-up air (positive air flow) placed over
 - Non-smoking areas
 - · Settee areas
 - Control counter/pro shop area
 - Near entrances and exits

Figure 2 - Filtration positioning

* Positioning of air flow depends on the configuration of each center.

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When the primary source of outdoor air in a room is infiltration. serious operating problems can result:

- · During the summer, hot and humid outdoor air leaking into the bowling center through windows and the building's exterior can result in moisture condensation and deterioration of walls.
- During the winter, warm and moist air can deposit moisture in walls as it contacts cold surfaces that result from poor or improperly installed insulation and from infiltration. In addition to structural deterioration, moisture problems can cause mold growth on wall coverings, carpets and inside walls. These can add to the odor and irritation problems typically caused by poor ventilation and result in customer complaints.

Filtration

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Dust and dirt are unavoidable, but most air filters in air-conditioning equipment are of very low efficiency. Air filters should be selected to match the capacities of the HVAC equipment, with a goal of using the highest possible filter efficiency for each specific unit. Improvements in HVAC system operating efficiency, lengthened equipment life, and reduced housekeeping costs should result when filters over 65 percent ASHRAE dust spot efficiency are used. Larger central systems can typically use filters with this level of efficiency. Even package terminal air-conditioning units (PTACs) can be fitted with improved, disposable filters.

Maintenance personnel will argue that PTACs and unit ventilators, in particular, cannot stand up to the "pressure drop" from upgraded filters, but new products using "extended media" and "mini-pleat" technology can work in these systems. A standard one-inch disposable or cleanable filter or roll media is not an acceptable filter. Special odor filtration units are not substitutes for good filters properly installed in the mechanical system itself.

The solution is to have an adequate supply of outdoor air, good air filtration, and a properly maintained HVAC system. To accommodate non-smoking and smoking customers better, it is helpful to evaluate your indoor air flow patterns (or zones) and create separate sections to meet everyone's preferences.

Creating Air Zones to Meet Customer Preferences

One effective means for controlling odors and unwanted constituents of the indoor air is by controlling the airflows which can cause the unwanted odors to "drift" or carry them to nearby spaces. Air from an area which is at higher pressure than an adjoining space will move to that adjoining area. By controlling building envelope characteristics, supply air quantities, return air quantities, and exhaust air quantities, these pressure relationships can be managed. These relationships can even be managed in areas that are not separated by walls, like the space between the settee area and concourse.

Determining Pressure Points Within Your Center

The clearest representation of pressure relationships is a "pressure footprint" shown in figure 3. Here, pressure zones take the place of more conventionally considered thermal or system zones. Such a footprint is developed by standing in the space or doorway of each zone, and determining which way air flows between the zones. Then, each area's pressure relationship with its neighbors can be deduced. This information, in combination with the knowledgeable modification of supply, return, and exhaust system airflow rates, can be used to change the pressure relationships so that undesirable or uncontrolled air flows are minimized.



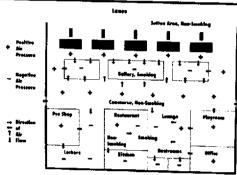


Figure 3 - Sample pressure footprint

Designating Areas by Pressure Zones

Areas set aside for non-smoking or smoking customers should be set up to match the pressure zones so that smoke does not drift from one area to the next. This is easier to accomplish than it sounds, especially once you have a pressure footprint of the bowling center. Air from areas set aside for non-smoking should tend to move from the non-smoking area to the smoking area. Areas set aside for smoking should be kept under negative air pressure relative to surrounding areas — that is, air should be drawn from the non-smoking area into the smoking area, then removed from the space. Put another way, non-smoking areas should have a larger amount of air supplied to them than is returned or exhausted. Smoking areas should have a smaller amount of air supplied to them than is returned or exhausted.

The bowling area, offices, control counter, game rooms, dining rooms and vestibules should be positively pressurized to prevent odors from entering from adjacent areas. The locker rooms, bathrooms, concourse, bar and any cooking areas with exhaust hoods must be negatively pressurized to prevent the spread of odors. The degree of such pressurization varies, but should be measured, documented and checked periodically. Refer to the bowling center aerial view (figure 1) on page 32.

Different centers may require other pressure relationships based on layout or usage. Perimeter HVAC systems, local exhaust, air curtains and dedicated make-up air supplies may offer other opportunities for control. When existing systems do not permit zone control of areas, additional means of odor control can be used. Local filtration, such as self-contained fans and filter units (often ceiling mounted), is not recommended until ventilation rates, system filtration and inter-zone pressure relationships have been optimized.

Evaluating and Maintaining Your HVAC System

A properly performing HVAC system is another important factor that can enhance the comfort of your customers. We recommend that you consider implementing a regular maintenance and cleaning program for your HVAC system.

It may be advisable for one person to take responsibility for the day-to-day concerns and management of this effort. The suggestions on the following page are just some of the practical steps you or your HVAC maintenance firm may wish to consider.

How to Enhance Your HVAC System (cont.)

HVAC Tips:

- Operate the HVAC system according to the manufacturer's instructions. For instance, there should be adequate outdoor air intake, and vents should be kept open during operation.
- Operate the HVAC system according to the manufacturer's instructions for acceptable temperature and humidity.
 A qualified HVAC specialist can help you with this.
- Verify with maintenance professionals that they are checking belts, filters, thermostat and machinery calibration.
- Check your air filters for quality and fit. Clean and replace filters when needed.
- Inspect the interior of the air handling unit when you check the filters. Be sure the bottom is dry and the drain works properly.
- Clean all visible vent grilles to increase air flow and remove dirt buildup.
- · Clean ceiling fans.
- Clean grease from the kitchen ducts. You may want to use a company that specializes in this work.
- Clean the area around your air handling unit.
 Do not let debris, such as boxes, block air flow.
- Clean and/or paint exterior units to prevent rust.

If you rent space, check to see if your lease includes the services of an HVAC maintenance specialist. If it does, be sure to schedule a regular maintenance program with the specialist. If not, ask your building owner/manager to consider including such a service.

For a list of consulting engineers in your area, call the American Consulting Engineers Council (ACEC) at (202) 347-7474. The association provides a list of engineers in your area for a fee. ACEC can also refer you to a local chapter in your area.

HVAC Maintenance — Make It a Routine

Every Day

- Provide maximum outdoor air during and after cleaning, pesticide use and floor waxing.
- · Avoid deodorants and off-the-shelf disinfectants and pesticides.

Every Month

- Check controls and ventilation equipment for proper operation.
- Change low and medium efficiency air filters: clean drain pans and humidifiers four times a year. If high efficiency filters are used, check the manufacturer's specifications for maintenance.
- Clean and check all blowers, major system components, ductwork, supply diffusers and registers and return air grilles.
- Check and adjust dampers and actuators, lubricate bushings.

Once a Year

- Review cleaning, maintenance and pest control products for minimum toxicity.
- Maintain a notebook of materials safety data sheets on all cleaning, maintenance and pest control products.
- Clean cooling, condenser or chilled water coils as needed (i.e., in the spring).
- Check efficiency of furnace, boiler or heat exchangers (i.e., in the fall).
- Check, clean and repair leaks on ductwork and equipment cabinets.

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The load on your bowling center's HVAC system will vary in accordance with traffic patterns. Typically, the load will be greatest during high-traffic patterns, such as 6:00 p.m. - 11:30 p.m. during the week and often all day on weekends and holidays. A variety of time-of-day and sensor devices can be used to control outdoor air intake and exhaust fans, enabling you to automate your ventilation system to maintain maximum airflow, air quality and customer comfort. And, importantly, these devices can help you to conserve energy and save money. You might consider talking with an HVAC specialist about how these devices might work for you.

These devices include:

- Electronic timers such as time clocks. Normal 24-hour or seven-day time clocks can be set daily to control on/off functions but are usually limited to simple one or two time-of-day operations.
- Electronic air cleaners and charcoal filters. When used as part of an integrated HVAC system, electronic air cleaners and charcoal filters can help reduce tobacco smoke and odors effectively. Properly installed and maintained, these devices can help you reduce outside air requirements to minimum ASHRAE Standard 62-1989 levels.

For free telephone technical support and access to a wide range of information on indoor air quality, call the INMIRONMENT® Hotline at (800) 722-9093. INMIRONMENT® is a program developed by the Chicago-based Chelsea Group, Ltd. to help provide a combination of information and technical services to improve the quality of the indoor environment. INMIRONMENT® is a registered trademark of Chelsea Group, Ltd.



Step 6

If you're not already familiar with the laws that may dictate specific smoking regulations in your area, it is advisable to check with your local or state proprietors' association or chamber of commerce to ensure you are properly complying.

You should obtain and review applicable statutes, regulations and ordinances and keep a copy of your state or local laws in this Source Book for easy reference. If a customer has a specific question, you will have easy access to the actual law or ordinance. As a business owner, make it your responsibility to know your own laws.



On-Premise Signage

The Accommodation Program is a positive way to inform your customers that you welcome everyone.

Free, specific bowling center signage is available for all participants. The symbol of The Accommodation Program (distinctive red and green logo) will help you communicate that you have made special provisions for both your non-smoking and smoking customers.

- Decals Place decals on doors or windows of the front entrance so customers know before they enter the bowling center that they are welcome.
- Plaques The plaques can be placed on a wall or at your control counter to designate non-smoking and smoking areas.
- Table Tents The two versions of the table tents reading "This is the Non-Smoking Section" and "This is the Smoking Section" will help identify each area.
- Customer Overview Cards Mini brochures explaining The Accommodation Program and your commitment to customer service.

Please return the enclosed order form — found at the end of this Source Book — if you would like additional materials.

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How to Communicate a Policy of Accommodation

Step 8

By implementing The Accommodation Program in your center, ou will be effectively addressing the preferences of <u>all</u> your awlers. As a proprietor/manager, you know your customers' references best. By clearly communicating your accommodating olicy, you are practicing good business.

Define Your Position — Simply by participating in The Accommodation Program and following the guidelines in this book, you have defined your position. You are now voluntarily working to satisfy both non-smokers and smokers in your center.

- Inform Your Community If you believe accommodation is the best philosophy for creating an effective smoking policy, share it with other businesses in your area. This may involve informal meetings with other business owners in the area, or describing your efforts at the local chamber of commerce meeting.
- Identify Like-Minded Organizations Meet with your local hospitality associations (restaurant, lodging, licensed beverage, etc.) to determine their stance on this issue. Chances are these groups have already taken a position on smoking, and are interested by the market-driven nature of The Accommodation Program.

By joining with other business owners in a coalition of accommodating establishments, you will demonstrate that your community is actively working to create a welcoming environment for all.

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How to Communicate a Policy of Accommodation (cont.)

Public Relations

Generating publicity for the bowling center is critical to the bottom line and in differentiating the bowling center from its competitors. Bowling centers have many opportunities to promote themselves through publicity efforts. Publicity generally refers to free media exposure, such as articles in local, regional or national publications, short features on the television news and guest appearances on TV programs and radio interviews.

Publicity is beneficial because it can create public awareness, increase traffic, enhance your reputation, possibly boost sales and generally keep your customers informed about your bowling center.

But what constitutes news? Introducing a new program; facility expansion or refurbishing; bowling center involvement in a community event; and a major management appointment or promotion are all examples of newsworthy information about your establishment. However, the story possibilities are limitless.

To get your news "out on the street," you should be aware of the principal local publicity outlets in your area. They can include:

- Daily newspapers
- Weekly suburban newspapers
- Special interest publications
- TV/radio stations
- City magazines
- Newsletters

It is important to become familiar with the bowling/sports writers in your community and their editorial interests. Beyond sports writers, there are a number of other media contacts that may be interested in news from your establishment. Be sure to inform the sports editor about your tournaments and/or outstanding league scores. A few examples of print media contacts and their interests include:

- Business Editor This editor may be interested in your
 managerial staff hirings, promotions or other business-related
 activities. If you come across an interesting article in a bowling
 trade magazine, especially surveys or trend stories, you may
 want to pass it on and offer your perspective. Be sure to secure
 permission from the publication to copy any articles.
- Real Estate Editor If you make major architectural changes/ interior facelifts or sign a new lease, let this editor know.
- Lifestyle Editor This editor may be interested in bowlers with unusual accomplishments.
- News Editor Inform this editor if you participate in community drives, hold a special event, know of a staff member who has performed a public service or if you are involved in any other community-related activity.

If you have a story idea and are not sure which editor to approach, call the publication or station and ask for the "city desk." You will be directed to the proper editor. You also may want to contact your state proprietors' association for help in promoting your establishment.

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How to Communicate a Policy of Accommodation (cont.)

Publicity which reaches a large audience and may help to attract consumers who haven't visited your bowling center recently can be generated though radio and television media.

When working with radio and television media, opportunities to get your story on the air are somewhat limited but not altogether impossible. A function involving a local political figure or well-known celebrity or charity is one example of an on-premise event that might make it onto a news broadcast.

Another broadcast opportunity is the talk show. You may want to consider contacting the producer of a local TV or radio talk show and suggest a segment on a bowling-related topic. Your suggestion should be of broad general interest such as trends in the bowling industry and/or functions in your bowling center.

Additionally, you may want to develop a short paragraph describing your establishment that can be used in entertainment/recreation guides or other such publications. Be sure to mention your hours of operation, credit cards accepted, special features of your bowling center and other special customer services such as your accommodating policy for non-smokers and smokers.

SAMPLE PRESS RELEASE:

This is a sample. Use quotes and material pertaining to your locality.

CONTACT: Fred Smith

Smith Bowl (310) 555-1234

FOR IMMEDIATE RELEASE

SMITH BOWL OPENS IN ROBINSON TOWNSHIP

ANYTOWN, USA, (DATE) -- Smith Bowl, a state-ofthe-art 32-lane bowling center, celebrated its grand opening today in Robinson Township. Located at 1461 Mervin Avenue, the bowling center will cater to people of all ages with a variety of league and casual bowling

"We think we have created a niche in the area by providing excellent recreation and great value," said Smith Bowl's proprietor, Fred Smith. "We are hoping to attract a lot of new people to our establishment and show them the fun of bowling."

The bowling center will open daily at 9 a.m., close at midnight Sunday through Thursday, and close at 2 a.m. on Fridays and Saturdays. Reservations are accepted but not necessary. Non-smoking and smoking lane assignments are available. MasterCard® and Visa® are welcome.

How to Communicate a Policy of Accommodation (cont.)

It also is wise to make similar contacts with your local taxi company. While it may be impossible to speak with every cab driver, you may want to talk to the dispatcher and leave information about your bowling center for him or her to distribute.

Additionally, make your establishment known to the large employers in your community. You may want to attract employee and company entertainment business.

Questions from the Media

At some point the media may ask you specifically about The Accommodation Program. The following messages may help you respond.

- We recognize that <u>all</u> guests are important, regardless of
- We neither encourage non-smoking nor advocate smoking;
 we are providing a service to our customers.
- We participate in The Accommodation Program and display the symbol, demonstrating that we are sensitive and responsive to the preferences of both non-smokers and smokers.
- We are aware that some people prefer to be in a non-smoking section and that others enjoy smoking when they bowl.
- We demonstrate this awareness by participating in a program that accommodates both preferences and encourages attention to overall areas of customer service including proper ventilation, room configuration and other service-related issues.
- As a business establishment, we prefer to manage the business by satisfying the non-smoking and smoking preferences of all our customers.

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Direct Mail

he direct mail technique is a great way to inform, persuade and mind your established and potential customers about your wling center. The opportunities to use direct-mail are almost exhaustible. Here is a small sampling:

Announce a bowling center opening
Announce new bowling programs, leagues or other amenities
Announce a new customer service program —
The Accommodation Program
Introduce special promotions
Extend birthday/anniversary wishes

- Offer private rooms for special or business events
- Share good news with patrons
- Welcome a new business neighbor to the community

Direct mail can be cost-effective since it offers flexible timing and can target specifically the customers you want to reach.



How to Communicate a Policy of Accommodation (cont.)

Community Relations

A vital aspect of your promotional activities is the cultivation of friendships with other members of the hospitality industry and your local community organizations.

Recruit Bowlers from Current Established Organizations

- Restaurants Work with restaurant owners to organize co-promotional ideas such as discount coupons or free drinks.
- Hotels Get to know the major hotels in your community.
 Encourage partnerships by offering patron discounts and special events to guests. If the hotel is hosting a conference or convention, offer your facility for a social event. Direct patrons to these establishments when recommendations are requested and vice versa.
- Annual Events Events including Special Olympics, charity bowl-a-thons, league championships and corporate challenges for area businesses. Blood drives, and other community services are attractions that can be implemented by a bowling center proprietor.

The Accommodation Program New York, New York

The Accommodation Program recognizes that successful businesses in the hospitality industry are dedicated to the concepts of superior customer service and the accommodation of all guests and patrons.

Therefore, The Accommodation Program has made a commitment to develop and provide comprehensive training resources and materials to help businesses implement plans for effectively lesignating non-smoking and smoking areas in their establishments.

All materials are provided free-of-charge, courtesy of Philip Morris Incorporated.

A step-by-step source book offers customer service tips and valuable information on seating, dining and guest room configurations, as well as on proper operation and maintenance of heating, ventilation and air conditioning systems. Program signage can be used to display the business's policy of accommodation, as well as to designate separate non-smoking and smoking sections.

More than 25,000 businesses nationwide participate in The Accommodation Program. Participants have found that accommodating all guests — non-smokers and smokers alike — is good business. For more information about The Accommodation Program, or to reorder program materials, please call 1-800-929-1414.



The Accommodation Program New York, New York 800-929-1414



Acknowledgments

With great appreciation for their efforts, the Bowling Proprietors' Association of America and The Accommodation Program would like to thank:

George Benda, Chelsea Group, Ltd.; Jay Self, Brunswick Corporation; Frank Ruggerie, Triangle Fun Centers; Stacy Karten, SHK Marketing, Inc.; Skip Garnett, Rainbow Lanes and George Hadler, Columbus Square Bowling Palace





SB

The Accommodation Program Order Form

To Participate in The Accommodation Program, Please:

1-800-929-1414 and order the desired program materials absolutely FREE.

R ORDER BY MAIL:

Complete the order form below, including the

quantity desired and mailing address.

Mail order form to:

The Accommodation Program

P.O. Box 8073 Dover, DE 19905

usiness Address (no P.O. Boxes p	leav)
ity, State, Zip	
hone	Fax
(Check all that apply)	
	ing OMid-Scale OQuick Service
☐ Hotel ☐ Bowling Cen	nter 🔾 Shopping Mall 🗘 Stadium/Arena 🔾 Bar/Tavern
☐ Airport ☐ Association	n 🚨 Casino 🚨 Other (please specify)
☐ Chain Operator ☐L	ocal 🔾 Regional 🗘 National
☐ Independent Operator	
Number of Locations	
for consumer listings, adve- payment of any fee or expe	lishment's name as a participant of The Accommodation Program ertising, and other promotional materials without further notice or ense to me or my establishment as per my signature below.

1	Item code #	Description	Quantity
Ì	Example: G1a	Window Decals red & green 1	3
I		Example	
١		Lowy	

(continued on back)

Item code #	Description	Quantity
	·	

THE ACCOMMODATION **PROGRAM**



Bowling Center Signage
These visible, heavy-duty
istic plaques will help you designate
n-smoking and smoking areas within
ur bowling center. Display them roughout your establishment, vailable with Red and Green Symbol

Bla - Smoking Permitted in Concourse Area"

B1b - "No Smoking in Settee Areas*

B1c - "No Smoking in Bowlers" Settee Area

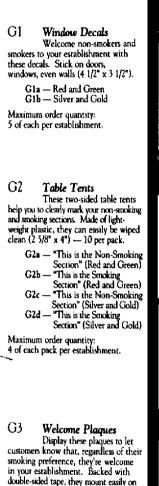
laximum order quantity: 3 of each per establishment.

B2 Source Book: How to Become an

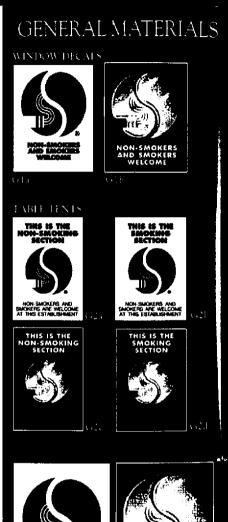
Accommodating
Bowling Center
A comprehensive guide
to help proprietors design effective accommodations for non-smokers and smokers. A 5 1/2" x 8 1/2" softcover book filled with detailed information on how to designate separate lane and concourse areas and create a welcoming environment for all bowlers. Includes an expanded section on heating, ventilation and air-conditioning that is packed with information on achieving optimum indoor air quality, plus proper design and maintenance of your HVAC system (HVAC section developed by air quality engineers).

Maximum order quantity: I per bowling center.

BOWLING CENTER **MATERIALS** NO SMOKING PERMITTED IN CONCOURSE AREA IN SETTEE AREAS NO SMOKING IN BOWLERS' SETTEE AREA How to Become an Accommodating Bowling Center ا التيمال له محمد المهمية وطامة ما با المعادلة المهمة المعادلية بالألب



walls or surfaces in virtually any area. Made of heavy-duty plastic (5" x 7"). G3a - Red and Green G3b - Silver and Gold Maximum order quantity: 1 of each per establishment.







Customer Overview Cards

These mini brochures explain The Accommodation Program and your commitment to customer service. Hand them out to your customers, or place them in a visible area where they can be accessed easily (4" x 4 1/2") — 10 per pack.

> G4a - Red and Green G4b - Silver and Gold

Maximum order quantity: 3 of each pack per establishment.

General Signage

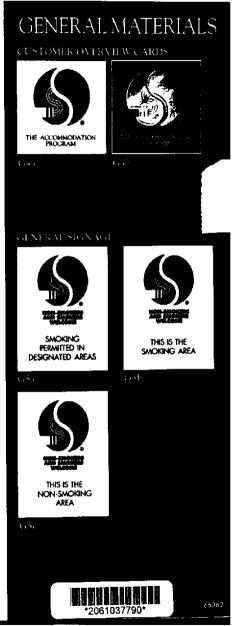
These highly visible plaques will designate non-smoking or smoking areas in your establishment. Mount these self-adhesive, durable plastic plaques on any surface (5" x 7").

G5a — "Smoking Permitted in Designated Areas"

G5b —"This is the

Smoking Area" G5c — This is the Non-Smoking Area"

Maximum order quantity: 5 of each per establishment.



you create an accommodating environment for your non-smoking and smoking guests. This 47-page softcover book contains eight important steps for enhancing overall customer service, arranging separate seating configurations, and evaluating and enhancing your HVAC system (7" x 9").

Source Book: Eight

For in-depth HVAC information, order the HVAC Technical Bulletin in this catalog.

Maximum order quantity: 1 per establishment.

R2 Employee Customer Service Training Video Tape

Make staff training simple—this 10 1/2 minute videotape, lesigned for your employees, provides rips and suggestions that will help you to enhance your level of customer service. The tape covers everything from proper phone etiquette to managing seating arrangements (1/2* tape, VHS formar).

Maximum order quantity: 1 per establishment.

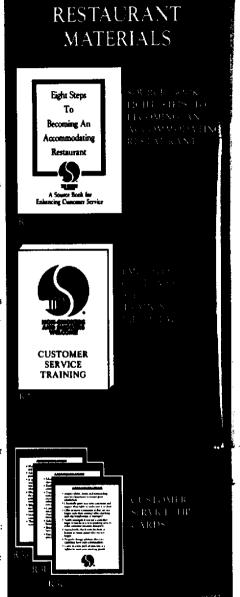
R3 Customer Service Tip Cards

To assist in staff training, these two-sided, laminated cards offer tips and ideas to hosts and hostesses, owners and managers, and servers on how non-smoking and smoking guests can be better accommodated and have a pleasurable dining experience (3° x 4°).

R3a — Host/Hostess version Maximum order quantity: 5 per establishment.

R3b — Owner/Manager version
Maximum order quantity:
2 per establishment.

R3c — Server version Maximum order quantity: 25 per establishment.



Telephone Directory For Future Assistance

The Accommodation Program
(To order additional FREE materials)

(800) 929-1414

INVIRONMENT Hotline

(800) 722-9093

(For free HVAC information)

(202) 347-7474 /

American Consulting Engineers Council (ACEC) 1015 15th Street N.W., Suite 802

Washington, D.C. 20005

(Association provides a list of engineers in your area for a fee. ACEC can also refer you to a local chapter in your area.)

Bowling Proprietors' Association of America

(817) 649-5105

615 Six Flags Drive Arlington, TX 76011

American Hotel & Motel Association

(202) 289-3100

1201 New York Avenue N.W., Suite 600

Washington, D.C. 20005

National Restaurant Association

(202) 331-5900

1200 Seventeenth Street, N.W. Washington, D.C. 20036-3097

For weekly updates on pending legislation

(800) NEWS-NRA

For easy reference, fill in the name and telephone number of the appropriate contact person in your area.

Your State/Local Bowling Proprietors' Association ()

Tour State/Local bowning Proprietors Passociation (

Source Books are also available for owners and managers of resunrants and hotels. To order either of these Source Books free, call The Accommodation Program at (800) 929-1414.

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